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S E C R E T USNATO 6120

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SUBJECT: KEY ELEMENTS OF MINISTERIAL GUIDANCE

REF: A. USNATO 5882

B. USNATO 6089

MISSION CIRCULATED LANGUAGE TO DRC ON TWO ADDITIONAL KEY ELEMENTS
(REF A) NOVEMBER 4. DRC WILL DISCUSS THESE KEY ELEMENTS BEGINNING
NOVEMBER 7. BEGIN TEXT.

KEY ELEMENT: RELATIONSHIP BETWEEN RESOURCES AND STRATEGY

NATO DEFENSIVE STRENGTH SERVES THE DUAL PRUPOSE OF FURNISHING
A SECURE BASIS FROM WHICH TO NEGOTIATE AND PROVIDING A BAR TO AGGRES-
SION OR INTIMIDATION. REVIEW OF THE CURRENT INTERNATIONAL SECURITY
SITUATION AND OF MAJOR RELATED TRENDS FOR THE FUTURE LEADS TO THE
CONCLUSION THAT NATO WILL CONTINUE TO REQUIRE IN THE LONG TERM A
CAPABILITY TO DETER AGGRESSION OR INTIMIDATION, AND IF DETERRENCE
FAILS, TO DEFEND NATO TERRITORIRIES AND PEOPLES.

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A. CONTINUED EMPHASIS ON CONVENTIONAL CAPABILITY WITHIN THE
FRAMEWORK OF NATO'S CURRENT STRATEGY. THE PRIMARY AIM OF NATO'S
AGREED STRATEGY AND MILITARY PLANNING IS TO DETER ALL FORMS OF
MILITARY AGGRESSION. SUCH DETERRENCE REQUIRES THE MUTUALLY

SUPPORTING TRIAD OF STRATEGIC NUCLEAR, THEATER NUCLEAR, AND CONVENTIONAL FORCE CAPABILITIES. ITS CREDIBILITY IS BEST SERVED BY PERCEPTIBLE BALANCES BETWEEN NATO'S FORCES AND THOSE OF THE WARSAW PACT. AS THE SOVIET UNION REACHES STRATEGIC PARITY WITH THE UNITED STATES, NATO MUST EMPHASIZE CONVENTIONAL CAPABILITY IN ORDER TO PRESERVE THE CREDIBILITY OF THE DETERRENT AND TO INSURE AN EFFECTIVE FORWARD DEFENSE IF THE DETERRENT SHOULD FAIL. CONVENTIONAL FORCES OF THE ALLIANCE SHOULD BE CONSIDERED THE PRIMARY DETERRENT AND DEFENSE AGAINST PLAUSIBLE CONVENTIONAL ATTACKS, BACKED BY THE THEATER AND STRATEGIC NUCLEAR FORCES OF THE ALLIANCE.

B. ATTAINMENT AND MAINTENANCE OF A PERCEPTIBLE CONVENTIONAL BALANCE WITH THE WARSAW PACT WITHIN PROJECTED RESOURCE LEVELS. NATO HAS FIELDDED A LARGE MILITARY FORCE OF HIGH QUALITY WHICH CONTAINS THE INGREDIENTS FOR A STALWART CONVENTIONAL DEFENSE AND CAN SERVE AS MORE THAN A SO-CALLED TRIPWIRE FOR NUCLEAR WAR. HOWEVER, THERE REMAIN OBJECTIVE DISPARITIES BETWEEN THE TWO SIDES THAT PERMIT NO RELAXATION

OF DEFENSE EFFORTS OR UNILATERAL REDUCTIONS OF FORCES. NATO NATIONS CAN ATTAIN AND MAINTAIN A PERCEPTIBLE CONVENTIONAL BALANCE WITHIN EXISTING AND PROJECTED RESOURCE CONSTRAINTS. THIS WILL REQUIRE ADHERENCE TO FORCE IMPROVEMENT PRIORITIES AND GREATLY INCREASED COOPERATION AMONG ALLIES.

KEY ELEMENT: INCREASED EFFECTIVENESS THROUGH COOPERATIVE PROGRAMS

MINISTERIAL GUIDANCE SHOULD CALL FOR A MAJOR EFFORT BY NATIONAL GOVERNMENTS AS WELL AS BY NATO CIVIL AND MILITARY AUTHORITIES TO ACHIEVE ADDITIONAL DEFENSE EFFECTIVENESS WITHIN ROUGHLY PRESENT RESOURCES THROUGH RATIONALIZATION, STANDARDIZATION, FLEXIBILITY, AND INCREASED COMMON SUPPORT PROGRAMS.

A. RATIONALIZATION. RATIONALIZATION INVOLVES CONSOLIDATING REDUNDANT PROGRAMS, REORGANIZING SUPPORT RESPONSIBILITIES, AND ADJUSTING MISSIONS AND FORCE MIXES OF NATIONAL COMPONENTS TO PROVIDE SAVINGS FOR REINVESTMENT IN HIGH PRIORITY FORCE IMPROVEMENT,
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MODERNIZATION, AND COMMON-FUNDED PROGRAMS. NATIONS SHOULD COOPERATE WITH REGIONAL AND NATO-WIDE PLANNING AUTHORITIES TO CONSIDER RATIONALIZATION POSSIBILITIES ACROSS A LARGE NUMBER OF FUNCTIONAL AREAS. CONSOLIDATION OF COMMUNICATIONS, HOST NATION SUPPORT OF WARTIME LOGISTICS AND COMMON TRAINING APPEAR TO HOLD POTENTIAL FOR EARLY PROGRESS. NOT LATER THAN DECEMBER 1975, THE DPC SHOULD INFORM MINISTERS OF PROGRESS ACHIEVED IN THESE AREAS AND OUTLINE SPECIFIC ACTION PROGRAMS AS WELL AS POLICY DECISIONS NEEDED TO REMOVE OR OVERCOME OBSTACLES TO IMPLEMENTATION OF FURTHER RATIONALIZATION PROGRAMS. THE SEARCH FOR OTHER AREAS SHOULD CONTINUE WITH HIGH PRIORITY.

B. STANDARDIZATION. STANDARDIZATION INVOLVES THE PROCUREMENT OF COMMON, INTEROPERABLE SYSTEMS WHICH, IN CONJUNCTION WITH A

DIVISION OF TASKS IN RESEARCH AND DEVELOPMENT, CAN REDUCE THE COSTS FOR ACQUIRING AND MAINTAINING DEFENSE SYSTEMS. THE CNAD AND MILITARY AUTHORITIES SHOULD CONTINUE TO DEVELOP SPECIFIC STANDARDIZATION PROPOSALS, EMPHASIZING THOSE EQUIPMENTS WHICH ARE INHERENTLY MOBILE, SUCH AS AIRCRAFT AND SHIPS, BUT WHICH ARE RESTRICTED IN MOBILITY/ UTILITY DUE TO INCOMPATIBILITY AMONG SUPPORT SYSTEMS AND LACK OF COMMONALITY OF MUNITIONS. NATIONS SHOULD INITIALLY STANDARDIZE AIR DEFENSE, AIRBORNE EARLY WARNING, RIFLE AMMUNITION, TANK ARMAMENT, ELECTRONIC WARFARE, AND F-104 REPLACEMENT SYSTEMS WHERE SUBSTANTIAL STANDARDIZATION INITIATIVES AND MOMENTUM ALREADY EXIST.

C. FLEXIBILITY. FLEXIBILITY INVOLVES CAPACITY TO QUICKLY AND SELECTIVELY DEPLOY NATO'S FORCES TO AREAS OF GREATEST NEED. BY EARLY 1976, NATO MILITARY AUTHORITIES (NMA'S) SHOULD INFORM MINISTERS OF PROGRESS ACHIEVED IN AND ADDITIONAL DETAILED PROPOSALS FOR FLEXIBILITY BY REGION AND COUNTRY (INCLUDING A SEPARATE REPORT FOR MARITIME FORCES). PROPOSALS SHOULD DESCRIBE PLANS FOR FLEXIBLE USE OF ALL FORCES OF NATO COUNTRIES INCLUDING THOSE IN NATIONAL COMMAND STATUS AND CITE PRACTICAL STEPS THAT CAN BE TAKEN BY NATIONS, NATO COMMON PROGRAMS, AND NMA'S TO ELIMINATE POLITICAL, DOCTRINAL, TECHNICAL OR ORGANIZATIONAL CONSTRAINTS TO INCREASED FLEXIBILITY.

D. INCREASED COMMON SUPPORT PROGRAMS. THIS INVOLVES CLOSER COOPERATION AMONG ALLIES IN AREAS SUCH AS INFRASTRUCTURE AND COMMON LOGISTICS. NOT LATER THAN DECEMBER 1975, NATO MILITARY AUTHORITIES (NMA'S), IN CONCERT WITH NATIONAL AUTHORITIES, SHOULD PRESENT MINISTERS WITH SPECIFIC PROPOSALS FOR JOINT USE OF NATIONAL ASSETS

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(SUCH AS GROUND TRANSPORTATION DEPOTS, AND ESSENTIAL SUPPLIES - INCLUDING AVAILABLE SUPPORTING SERVICES AND RESOURCES FROM THE CIVIL SECTOR). THESE PROPOSALS SHOULD BE DESIGNED TO SUPPORT BOTH THE RECEPTION OF REINFORCEMENTS AND THE FLEXIBLE USE OF ALL FORCES. NATIONS SHOULD, IF REQUIRED BY THESE PROPOSALS, REALLOCATE RESOURCES FROM PURELY NATIONAL EFFORTS TO NATO COMMON SUPPORTING PROGRAMS (INFRASTRUCTURE). END TEXT.

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